



## Division Description

The Airports Division, part of the Real Estate Assets Department (READ), is responsible for operating two general aviation airports, Montgomery Field and Brown Field, within the City of San Diego. General aviation includes all aviation activities except scheduled airline and military flights. The City's two airports support a significant portion of the San Diego region's total annual flight operations and can accommodate a variety of general aviation aircraft. Aviation lessees at the airports include Fixed Base Operators (FBOs) that sell fuel, provide airplane and helicopter maintenance, storage facilities, flight schools, Fire-Rescue helicopter operations, San Diego Police Air Support Unit, and several hundred individual aircraft owners. The majority of the Airports' revenues are derived from non-aviation lessees that include a hotel, a business park, restaurants, Fire Station 43, City Field Engineering, U.S. Border Patrol, office space tenants, and other individual lessees. City staff has the responsibility of maintaining the airports in conformance with Federal Aviation Administration (FAA) regulations and guidelines and administering the various revenue-producing leases.

The Department's mission is:

*To operate, maintain, and develop Montgomery and Brown Field Airports to meet the general aviation needs of the San Diego region in a safe, efficient, economically self-sufficient, environmentally-sensitive, and professional manner in accordance with federal, State, and local regulations; the Airports will provide access to the National Air Transportation System while respecting the concerns of the community and stakeholders*

## Goals and Objectives

The following goals and objectives represent the action plan for the Division.

***Goal 1: Develop the City Airports to be financially self-sufficient, maximize aviation uses, create economic activity, and meet the general aviation needs of the region***

As an enterprise fund, it is the goal of the Airports Division to have sufficient revenues to operate independently of the City's General Fund. Federal regulations require the airport operator to keep airport revenues separate from non-

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airport funds and return its revenues to the maintenance and upkeep of the airport. By creating economic activity and maximizing aviation uses, the Division can generate the revenues necessary to meet the aviation needs of the region and remain self-sufficient. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Maintain the Airports as a self-sufficient, economically-viable enterprise
- Provide for the needs of general aviation and provide conditions for viable aviation businesses
- Provide a facility that offers necessary services to support airport business, local area business, and visitors at reasonable prices

## ***Goal 2: Ensure City Airports are operated safely and efficiently and that airport facilities are constructed and maintained in accordance with applicable rules and regulations***

It is necessary to maintain the airport runways, taxiways, lighting, navigational aids, obstruction clearances, and other airport components in good condition to meet the level of safety required by federal regulations. Maintaining a minimum level of safety is a requirement of eligibility for federal grants. The Division will move toward accomplishing this goal by focusing on the following objective.

- Maintain the Airports as safe and reliable components of the Regional and National Air Transportation Systems in conformance with all applicable federal, State, and local regulations

## ***Goal 3: Provide highly-trained professional staff to promote a climate of trust and foster positive relationships with tenants, users, business interests, the community, and regulatory agencies***

Key airport staff members need to interact on a daily basis with the FAA, CALTRANS' Division of Aeronautics, airport users, tenants, and members of the community. It is necessary that staff have a working knowledge of, and proficiency in, the application of federal regulations so they can be viewed as knowledgeable professionals in their field. A close and cooperative relationship with the Airports Advisory Committee involves airport users and the nearby communities in the operation of the airport and enhances dialogue among the different stakeholders. The Division will move toward accomplishing this goal by focusing on the following objectives.

- Involve the Airports Advisory Committee, users, residents, and other beneficiaries in the operation, utilization, and development of the Airports
- Recruit and retain experienced professionals versed in airport management and provide training to maintain readiness

## ***Goal 4: Be responsive to citizen complaints and encourage pilots to practice a good neighbor policy***

A dedicated Noise Abatement Officer responds to citizen complaints, enforces airport noise rules established by the City Council, provides noise abatement information to pilots, and participates in local planning group meetings. This effort has been shown to reduce community opposition to airport operations. The Division will move toward accomplishing this goal by focusing on the following objective.

- Minimize the negative impacts of the Airports' operations

# Service Efforts and Accomplishments

The Airports Division had a number of accomplishments and successes in Fiscal Year 2011.

- Provided support from Brown Field (SDM)
- Served as home base for City's Fire/Rescue 2 helicopter from July to December 2010
- Completed construction of the grant funded \$2.3 million SDM Electrical Upgrade Phase II and III
- Hosted 30+ vintage aircrafts for the Navy Centennial of Flight, celebrating 100 years of Naval Aviation
- Will begin Perimeter Fence Phase II in March 2011

**Brown Field Development Project:** The Airports Division is continuing to negotiate an agreement for the development of as much as 356 acres of Brown Field at a value which could be as high as \$700 million.

Capital Improvement Projects at Brown (SDM) and Montgomery Fields (MYF) totaled \$1.8 million.

**Brown Field (SDM):**

- Brown Field Electrical Upgrade Phase II & III - Completed the grant-funded electrical upgrade to Brown Field airport including signs and edge lights to all runways and taxiways. Project cost is \$2.3 million.
- Brown Field Master Plan Update - FAA Approval of 20 -Year Brown Field Aviation Forecast allows non-aviation uses. Project cost is \$435,150.
- Brown Field Perimeter Fence Phase II - Completed the project award and soon to start the construction operations of the grant-funded Brown Field Perimeter Fence Phase II. Project cost is \$460,942.
- Brown Field Rehabilitation of Runway 8L/26R - Initiated the consultant interview process for the design of the rehabilitation of the main Runway 8L/26R. Estimated design cost is \$450,000.
- Brown Field Taxiway Alpha Drainage - Completed the installation of new catch basins in the Concrete Slab Section of Taxiway A to alleviate drainage issues. Project cost is \$65,000.
- Brown Field Taxiway A Rehabilitation - Retained the services of PBS&J, Design Consultant. Design has commenced with an estimated cost of \$184,000.

**Montgomery Field (MYF):**

- Montgomery Field Localizer Site Remediation - Completed the remediation of the critical area in front of the localizer. Project cost is \$254,600.
- Montgomery Field Rehabilitation of Runway 10L/28R - Completed the grant funded design of main runway rehabilitation. Design cost is \$455,000. Total project cost is \$3.8 million.
- Montgomery Field Rehabilitation of Runway 5/23 - Initiated the design of the rehabilitation of the crosswind runway. Design cost is \$400,000.
- Montgomery Field Taxiway C and Run-Up Pads - Retained the services of PBS&J, Design Consultant. Design has commenced with an estimated cost of \$150,000.

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## Key Performance Indicators

Performance Measure	Actual FY2010	Estimated FY2011
Percent adherence to Federal Aviation Administration (FAA) grant requirements	100%	100%
Number of days/year Airports are closed or otherwise unavailable to serve as part of the Regional and National Air Transportation System	0	0
Average number of working days to respond to a noise complaint	1	1
Percent of total revenue derived from aviation related activities	33%	33%
Percent deviation between cost of services at City airports and other similar regional airports	10%	10%

## Department Summary

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Positions	19.00	18.00	(1.00)
Personnel Expenditures	\$ 1,491,031	\$ 1,507,953	\$ 16,922
Non-Personnel Expenditures	1,855,128	3,241,984	1,386,856
<b>Total Department Expenditures</b>	<b>\$ 3,346,159</b>	<b>\$ 4,749,937</b>	<b>\$ 1,403,778</b>
<b>Total Department Revenue</b>	<b>\$ 4,389,716</b>	<b>\$ 4,476,334</b>	<b>\$ 86,618</b>

## Airports Fund

### Department Expenditures

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Airports	\$ 3,346,159	\$ 4,749,937	\$ 1,403,778
<b>Total</b>	<b>\$ 3,346,159</b>	<b>\$ 4,749,937</b>	<b>\$ 1,403,778</b>

### Department Personnel

	FY2011 Budget	FY2012 Proposed	FY2011–2012 Change
Airports	19.00	18.00	(1.00)
<b>Total</b>	<b>19.00</b>	<b>18.00</b>	<b>(1.00)</b>

### Significant Budget Adjustments

	FTE	Expenditures	Revenue
<b>Maintenance Support</b> Addition to support maintenance of facilities, runways, and taxiways for Montgomery Field and Brown Field Airports. This addition will be funded by fund balance.	0.00	\$ 1,585,000	\$ -
<b>Non-Discretionary Adjustment</b> Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.	0.00	488,305	-
<b>Equipment/Support for Information Technology</b> Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	60,557	-
<b>Reclassification of Trash/Recycling Dumpster Service Expenses</b> Adjustment reflects the reclassification of trash/recycling dumpster service expenses from discretionary to non-discretionary.	0.00	1,564	-
<b>One-Time Reductions and Annualizations</b> Adjustment to reflect the removal of one-time revenues and expenditures, and the annualization of revenues and expenditures, implemented in Fiscal Year 2011.	0.00	(245,000)	130,412
<b>Revised Revenue</b> Adjustment to reflect Fiscal Year 2012 revenue projections.	0.00	-	(43,794)
<b>Total</b>	<b>0.00</b>	<b>\$ 1,890,426</b>	<b>\$ 86,618</b>

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## Expenditures by Category

	FY2011 Budget	FY2012 Proposed	FY2011-2012 Change
<b>PERSONNEL</b>			
Salaries and Wages	\$ 889,960	\$ 879,880	\$ (10,080)
Fringe Benefits	601,071	628,073	27,002
<b>PERSONNEL SUBTOTAL</b>	<b>\$ 1,491,031</b>	<b>\$ 1,507,953</b>	<b>\$ 16,922</b>
<b>NON-PERSONNEL</b>			
Supplies	\$ 112,960	\$ 212,960	\$ 100,000
Contracts	1,453,668	2,729,166	1,275,498
Information Technology	63,428	60,557	(2,871)
Energy and Utilities	202,084	206,478	4,394
Other	6,655	16,490	9,835
Capital Expenditures	15,577	15,577	-
Debt	756	756	-
<b>NON-PERSONNEL SUBTOTAL</b>	<b>\$ 1,855,128</b>	<b>\$ 3,241,984</b>	<b>\$ 1,386,856</b>
<b>Total</b>	<b>\$ 3,346,159</b>	<b>\$ 4,749,937</b>	<b>\$ 1,403,778</b>

## Revenues by Category

	FY2011 Budget	FY2012 Proposed	FY2011-2012 Change
Charges for Services	\$ 436,756	\$ 530,946	\$ 94,190
Rev from Money and Prop	3,952,960	3,945,388	(7,572)
<b>Total</b>	<b>\$ 4,389,716</b>	<b>\$ 4,476,334</b>	<b>\$ 86,618</b>

## Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Proposed	Salary Range	Total
<b>Salaries and Wages</b>						
20000012	1105	Administrative Aide 1	1.00	1.00	\$36,962 - \$44,533	\$ 42,084
20000036	1118	Airport Manager	2.00	2.00	51,272 - 61,797	116,796
20000034	1116	Airport Noise Abatement Officer	1.00	1.00	54,059 - 65,333	-
20000035	1117	Airport Operations Assistant	4.00	3.00	34,944 - 41,642	118,228
20000119	1218	Associate Management Analyst	1.00	1.00	54,059 - 65,333	61,740
20001168	2214	Deputy Director	1.00	1.00	46,966 - 172,744	108,099
20000426	1439	Equipment Operator 1	1.00	1.00	37,690 - 45,115	45,115
20000468	1468	Grounds Maintenance Worker 2	0.00	1.00	31,762 - 37,773	37,349
20000768	1756	Property Agent	1.00	1.00	59,363 - 71,760	67,813
20000831	1808	Senior Airport Operations Assistant	2.00	2.00	38,376 - 45,802	91,604
20000927	1879	Senior Clerk/Typist	1.00	1.00	36,067 - 43,514	42,426
20001003	1929	Supervising Property Agent	1.00	0.00	66,768 - 80,891	-
20001053	1979	Utility Worker 2	2.00	2.00	33,322 - 39,666	79,332
20000756	1746	Word Processing Operator	1.00	1.00	31,491 - 37,918	35,832
		Bilingual - Regular				4,368
		Exceptional Performance Pay-Classified				2,714
		Overtime Budgeted				26,380
<b>Salaries and Wages Subtotal</b>			<b>19.00</b>	<b>18.00</b>		<b>\$ 879,880</b>

## Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Proposed	Salary Range	Total
<b>Fringe Benefits</b>						
		Employee Offset Savings			\$	7,316
		Flexible Benefits				104,994
		Long-Term Disability				7,508
		Medicare				10,996
		Other Post-Employment Benefits				107,440
		Retiree Medical Trust				93
		Retirement 401 Plan				374
		Retirement ARC				285,764
		Retirement DROP				3,507
		Retirement Offset Contribution				13,145
		Risk Management Administration				17,119
		Supplemental Pension Savings Plan				45,753
		Unemployment Insurance				1,831
		Workers' Compensation				22,233
<b>Fringe Benefits Subtotal</b>						<b>\$ 628,073</b>
<b>Total Personnel Expenditures</b>						<b>\$ 1,507,953</b>

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## Revenue and Expense Statement (Non-General Fund)

Airports Fund	FY2011 Budget*	FY2012 Proposed
<b>BEGINNING BALANCE AND RESERVES</b>		
Balance from Prior Year	\$ 10,918,860	\$ 10,258,750
Federal Aviation Administration Reserve	850,000	850,000
<b>TOTAL BALANCE AND RESERVES</b>	<b>\$ 11,768,860</b>	<b>\$ 11,108,750</b>
<b>REVENUE</b>		
Aviation Leasing	\$ 1,345,129	\$ 1,442,293
City Field Engineering Lease - Montgomery Field	235,250	235,250
City Fire #43 Lease - Brown Field	48,900	48,900
City SDPD Eastern Division Leases - Montgomery Field	254,160	204,020
Commercial Leasing	1,613,521	1,809,925
Flowage Fees	170,000	254,385
Interest Earnings	450,000	200,000
Landing Fees	60,000	50,000
Lease Penalties	6,000	5,000
Monthly Aircraft Parking	140,000	140,000
Other Revenues	15,500	16,254
READ - Processing Fees	—	9,000
Reimbursable Utilities (gas/electric/water from Crownair & Casa Machado)	14,256	14,256
Services to Airport	9,600	10,800
Transient Aircraft Parking	20,000	24,251
Vehicle Airport Parking	7,400	12,000
<b>TOTAL REVENUE</b>	<b>\$ 4,389,716</b>	<b>\$ 4,476,334</b>
<b>TOTAL BALANCE, RESERVES, AND REVENUE</b>	<b>\$ 16,158,576</b>	<b>\$ 15,585,084</b>
<b>CAPITAL IMPROVEMENT PROGRAM (CIP)</b>		
CIP Expenditures	\$ 1,800,000	\$ 3,410,510
<b>TOTAL CIP EXPENSE</b>	<b>\$ 1,800,000</b>	<b>\$ 3,410,510</b>
<b>OPERATING EXPENSE</b>		
Personnel Expense	\$ 1,491,031	\$ 1,507,953
Non-Personnel Expense	1,855,128	3,241,984
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 3,346,159</b>	<b>\$ 4,749,937</b>
<b>TOTAL EXPENSE</b>	<b>\$ 5,146,159</b>	<b>\$ 8,160,447</b>
<b>RESERVES</b>		
Federal Aviation Administration Reserve	\$ 850,000	\$ 850,000
<b>TOTAL RESERVES</b>	<b>\$ 850,000</b>	<b>\$ 850,000</b>
<b>BALANCE</b>	<b>\$ 10,162,417</b>	<b>\$ 6,574,637</b>
<b>TOTAL EXPENSE, RESERVES AND BALANCE</b>	<b>\$ 16,158,576</b>	<b>\$ 15,585,084</b>

\* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.